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MANAGING CONFLICT WITHIN THE OFFICE

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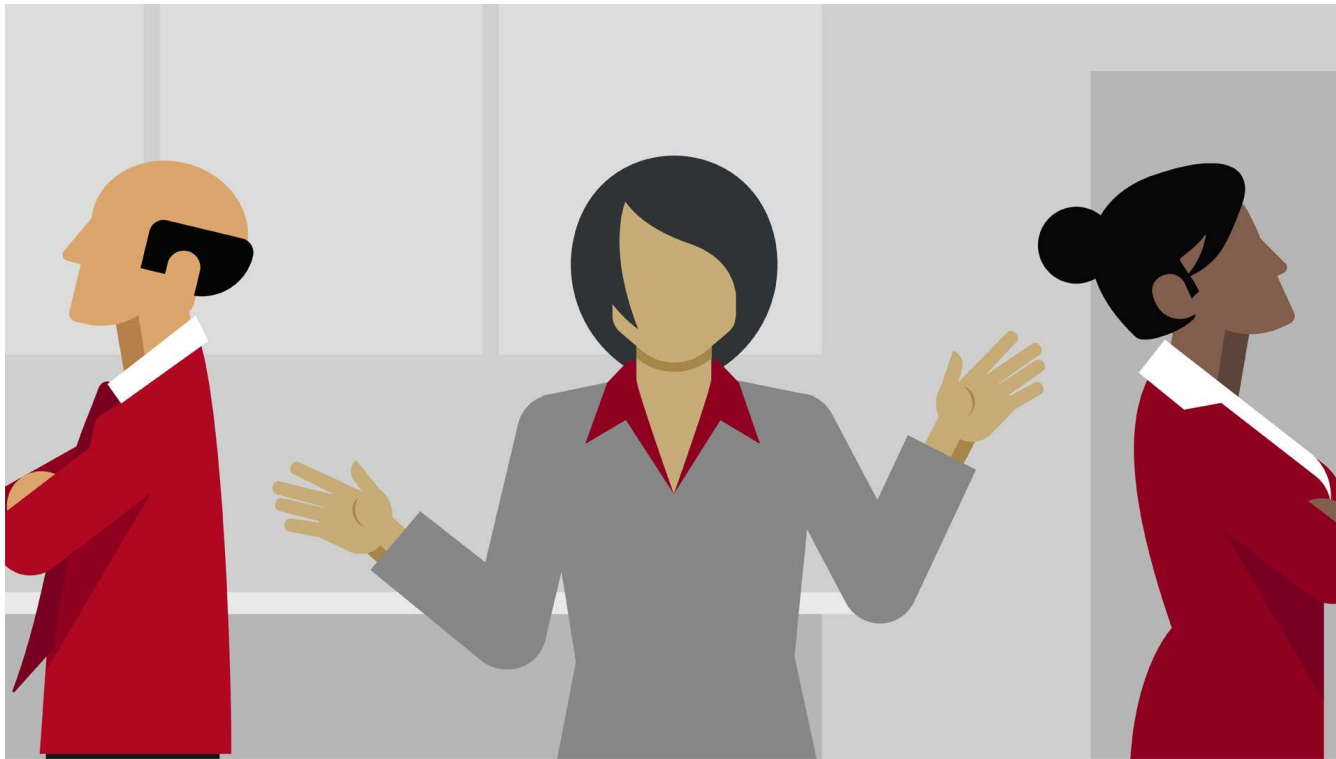
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CONFLICT MANAGEMENT

HANDLING INTERPERSONAL CONFLICT IN THE
OFFICE

CONFLICT MANAGEMENT



CONFLICT MANAGEMENT

OBJECTIVE

Participants will be able to identify, relate, appropriately apply strategies, and manage conflict in the workplace.

“Happy Workplace is a Safe Workplace”

CONFLICT MANAGEMENT

- The process of limiting the negative aspects of conflict while increasing the positive aspects of conflict with the goal of improving the learning in an organization.
- The approach and strategies geared towards achieving a positive outcome and resolution among the parties involved in the conflicting matters.

CONFLICT MANAGEMENT

- The practice of being able to identify and handle conflicts sensibly, fairly, and efficiently.
- An approach to address the struggles between individuals or groups that possess opposing goals, values, or beliefs.
- A strategy of balancing agreements and disagreements.



CONFLICT MANAGEMENT

PROS

- Increased productivity
- Stronger teams
- Better decision making

CONS

- Decreased Productivity
- Divided Teams
- Low Morale

Harvard Law School Program on Negotiation

TASK CONFLICTS

RELATIONSHIP
CONFLICTS

VALUE CONFLICTS



THREE TYPES OF CONFLICT

These three are only one way to encompass the many different areas of conflict.

- **Task Conflict-** Related to employees' work assignments, division of resources, opinion on procedures and policies, and managing expectations at work.
- **Relationship Conflict-** Related to differences in personality, style, matters of taste and even conflict styles.
- **Value Conflict-** Related to fundamental differences in identities and values. This could include politics, religion, ethics, norms, and other deeply held beliefs.

THREE TYPES OF CONFLICT

- **Tasks** conflicts are easier to handle as it directly indicates assignments may be the cause of disagreements among co-workers or teams, or between a supervisor and subordinates. These are often resolved with intervention from an organization leader.



THREE TYPES OF CONFLICT

- **Relationship** conflicts are recognizable because they have less to do with assignments and more with feelings of tension between colleagues. Personality differences or other related issues are the root. This type of conflict is best resolved by trying to find something the parties have in common, like a shared concern within the organization.



THREE TYPES OF CONFLICT

- **Value** conflicts usually arise in the context of work decisions and policies. These conflicts tend to heighten distrust, defensiveness and alienation. This situation requires mutual understanding and respect through conversation.



MANAGING CONFLICT



The Thomas-Kilmann Model

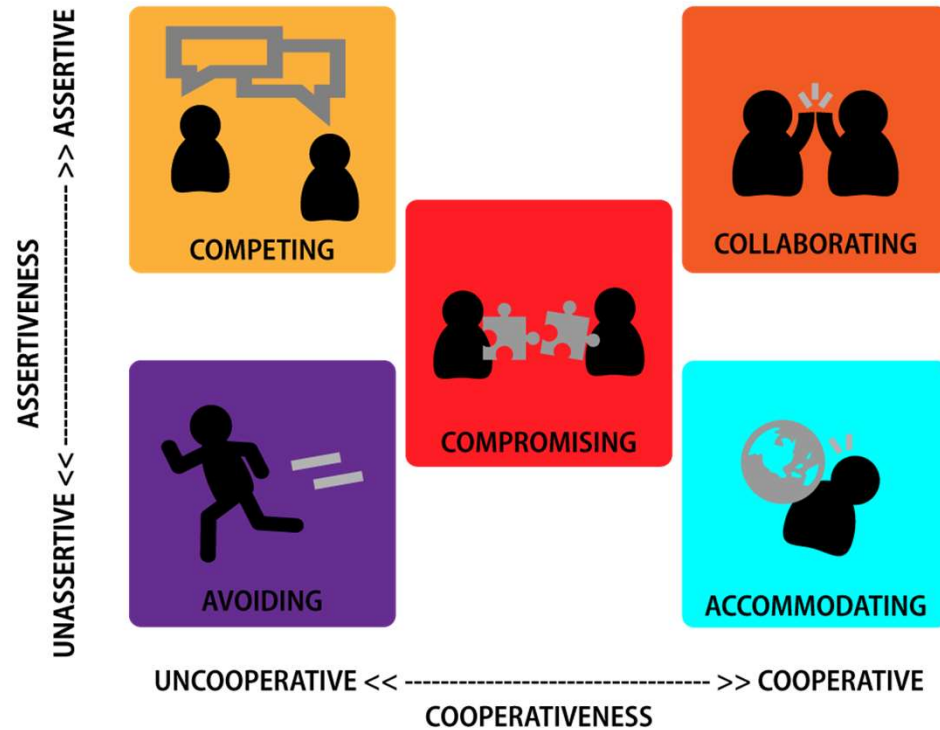
COMPETING

COLLABORATING

COMPROMISING

ACCOMMODATING

AVOIDING



THOMAS-KILMANN MODEL

- **Competing** – (assertive/uncooperative style) Seen as an unwillingness to negotiate with another's opinion.
- **Collaborating** – (assertive/cooperative) Seen as thoughtful consideration for each view including discussion of goals, resulting in mutual understanding.
- **Compromising** – (assertive/cooperative) Seen as neither party getting everything they desire but each gets mutual satisfaction.
- **Accommodating** – (unassertive/cooperative) The result of one side being submissive by acknowledging and accepting the other sides' view of the issue.
- **Avoiding** – (unassertive/uncooperative) Seen as the withdrawal from or refusal to address the issue (challenge).

Slide 14

JW2

Consdider separating these into at least two slides so the font size can be 24-point.

Jessica Wallace, 11/1/2020

THOMAS –KILMANN MODEL

COMPETING

I want to win...



THOMAS-KILLMAN MODEL

COLLABORATING

Let's work together...



THOMAS-KILMANN MODEL

COMPROMISING

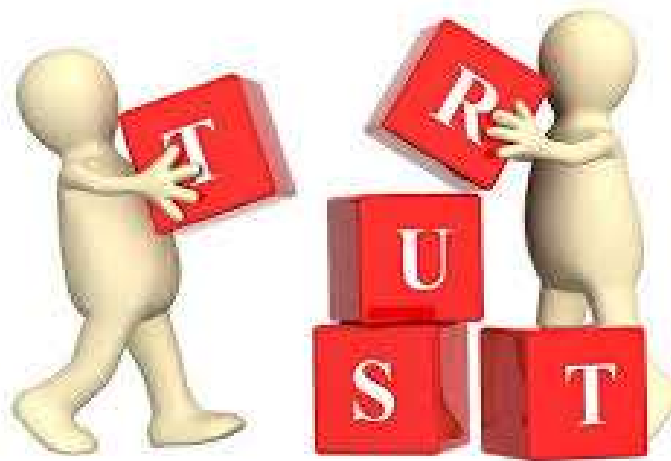
I will do this and you can do this...



THOMAS-KILMANN MODEL

ACCOMMODATING

What would you like...need?



THOMAS-KILLMAN MODEL

AVOIDANCE

Not going to address it...



THOMAS-KILMANN MODEL

- Can improve team functioning by helping members work together more effectively.
- Can help eliminate barriers to productive performance.
- Can help employees be successful and stay engaged in order to build a stronger organization and retain the best talent.
- Can improve the speed with which new team members assimilate (very effective with onboarding and orientation).
- Can enhance the leaders in the organization with solid management skills.

Slide 20

JW3

Same as previous slide.

Jessica Wallace, 11/1/2020

MANAGING CONFLICT

- Active Listening
- Patience
- Impartiality
- Open Communication
- Clear Expectations
- Identify Quickly
- Goal Oriented
- Neutral Language



Slide 21

JW4

add a graphic

Jessica Wallace, 11/1/2020

MANAGING CONFLICT

When people from different groups, backgrounds, and ideologies come together, conflict is likely to occur. Organizations have people with different self-concepts, educational levels, levels of training, and a host of other differences, which means conflict cannot always be avoided.

The nature of a battle is useful as the end goal can make the organization evolve as stronger and better.



CONFLICT MANAGEMENT



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